



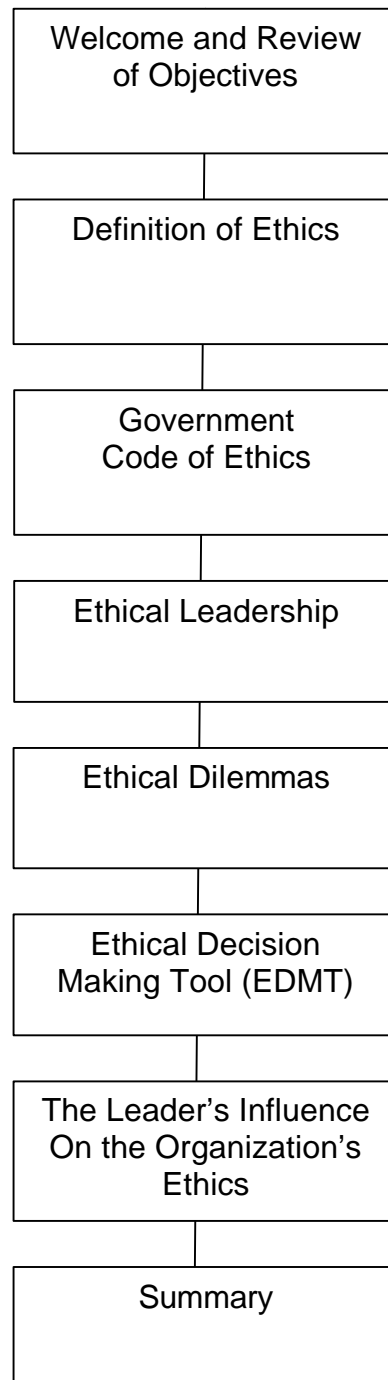
# **ELC Module 400**

## **Ethical Leadership: Dilemmas and Decisions!**

### **Participant Guide**

Revised July 23, 2004

## Ethical Leadership: Dilemmas and Decisions



## How to Interact with the Instructor

We encourage you to ask questions and share your comments with the instructors throughout this TELNPS course.

If you were physically in the classroom with the instructor, you would raise your hand to let him know you had a question or comment. Then you would wait for the instructor to recognize you and ask for your question. We are all familiar with that “protocol” for asking questions or making comments.

With TELNPS courses there is also a “protocol” to follow to ensure you can easily ask questions and others can participate as well. It may seem a little strange at first asking a question of a TV monitor. Remember, it is the instructor you are interacting with and not the monitor. As you ask more questions and participate in more TELNPS courses, you will soon be focusing only on the content of your question and not the equipment you are using to ask it.

As part of the TEL station equipment at your location, there are several push to talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with other students at your table.

When you have a question, press the push to talk button and say,

*“Excuse me [instructor’s first name], this is [your first name] at [your location]. I have a question (or I have a comment).”*

Then release the push to talk button. This is important. Until you release the button, you will not be able to hear the instructor. The best distance from the microphone is 10-12 inches. If you get closer than this, the instructor will have difficulty in hearing you clearly.

The instructor will acknowledge you and then ask for your question or comment. Stating your name and location not only helps the instructor, but also helps other students who are participating at different locations to get to know their classmates.

**Course Objectives**

At the conclusion of this course, you should be able to—

1. Define ethics.
2. List the principles of ethical conduct (EO 12674) and possible criminal charges that can result from unethical actions.
3. Define ethical leadership.
4. Explain what an ethical dilemma is.
5. Demonstrate how to use an ethical decision making tool to assist in making decisions.
6. Give a real life example of how a leader's unethical decision led to a negative outcome for the organization.
7. Give a real-life example of how a leader's ethical decision led to a positive outcome for an organization.
8. Explain how ethics counselors can assist leaders within the NPS.
9. List resources available to assist a leader in making ethical decisions.

**Definitions of Ethics**

“Ethics refers to well based standards of right and wrong that prescribe what humans ought to do.”

“Ethics is deciding what is right (or more right) in a particular situation - determining what ought to be - deciding what is consistent with one’s personal or organizational value system.”

“Ethics are standards of right and wrong, good and bad. Ethics are concerned with what one ought to do to fulfill one’s moral duty.”

“Ethics are the rules that govern right conduct and are the “shoulds” of human behavior.”

Simply put, we are acting ethically when we are doing the right thing and doing what we know we should do and ought to do in a particular situation.

**Principles of Ethical Conduct for Government Officers and Employees**  
**Executive Order 12674 of April 12, 1989 (as modified by E.O. 12731)**

- Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws, and ethical principles above private gain.
- Employees shall not hold financial interests that conflict with the conscientious performance of duty.
- Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.
- An employee shall not, except pursuant to such reasonable exceptions as are provided by regulation, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.
- Employees shall put forth honest effort in the performance of their duties.
- Employees shall make no unauthorized commitments or promises of any kind purporting to bind the Government.
- Employees shall not use public office for private gain.
- Employees shall act impartially and not give preferential treatment to any private organization or individual.
- Employees shall protect and conserve Federal property and shall not use it for other than authorized activities.
- Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.
- Employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.
- Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those such as Federal, State, or local taxes that are imposed by law.
- Employees shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.
- Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards promulgated pursuant to this order.

**Ethical Leadership**

Ethical leadership is defined as the ability to convey honesty and integrity, through words and actions, and induce those same characteristics in others.

**What examples of ethical leadership have you seen?**

1. Think of a supervisor, manager or leader that you feel was able to convey honesty and integrity and influenced others to do the same.
2. What was it that they did that impressed or affected you?
3. Be prepared to share your responses.

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## **Ethical Dilemmas**

“An *ethical dilemma* is not a choice between right and wrong, but a choice between two rights.”

- Rushworth Kidder (1995)

For example, stealing government property for your own personal gain would be a "moral temptation" not an ethical dilemma. Deciding whether scarce resources should go to interpretation or law enforcement and how you make that decision might constitute a dilemma.

We all believe that we are ethical people. In fact, each of us probably believes we are more ethical than most other people. So, even though we may have the best intentions in the world, even the most conscientious people rationalize their behavior.

A few common challenges and dilemmas are:

### **It's for a good cause, or the end justifies the means.**

It is tempting to take short cuts in decision-making when the end result will be a good thing. For instance, hiring a person or awarding a contract without giving other people a chance to apply for the job or bid for the contract may reduce the time and money that is spent making the decision. However, not being open about the process violates other public service and civic leadership ethics, including being trustworthy, open, and fair.

**Multiple loyalties.** Many people feel an obligation to promote the interests of special groups or friends (friends groups, a particular division or branch within the park, employees you have worked with for a long time, etc.) Loyalty is an ethical value. However, the primary loyalty is to the code of ethics and the public good. The obligation can become unethical when it extends to making sure that a special group or individual benefits at the expense of other groups.



## **Ethical Dilemmas**

**Concealment.** We've all avoided giving negative feedback or expressing opinions that others won't like because we care about people's feelings or we don't want to offend others. However, not being honest is disrespectful—the key is share negative information or disagree with others in ways that still communicates respect.

**No one will know.** We may excuse behavior that might not meet ethical standards because “no one will be hurt.” Using the stature of the position to influence staff, asking for special favors or perks, or sharing confidential information may seem easy and harmless, but the ethic of trustworthiness is violated.

**Everybody's doing it.** Others acting in unethical ways is not permission for unethical behavior. Some organizational and group practices or systems may be so ingrained that they seem acceptable even if they are ethically questionable. Ethical leaders will always evaluate behavior against the code of ethics.

- Adapted from Association of Community College Trustees  
[www.acct.org](http://www.acct.org)



### **Ethical Dilemmas: What Are Some You Can Think Of?**

1. Remembering that an ethical dilemma is a “choice between two rights”, come up with 3 ethical dilemmas that an NPS leader is likely to face during his/her career.
2. Be prepared to share your responses.

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**Ethical Decision Making Tool (EDMT)**

The following table is adapted from the Hastings Model for ethical decision making.

Identify the ethical question(s) raised by the dilemma.	
List all the relevant facts of the dilemma.	
Identify the stakeholders in the dilemma.	
Identify the Principles of Ethical Conduct that play a role in the dilemma.	
List several possible solutions to resolve the conflict. (What <u>could</u> you do?)	
Choose the best solution(s) and justify. (What <u>should</u> you do? What do you feel you <u>ought</u> to do?)	

**Using a EDMT**

Using one of the ethical dilemmas that you identified in the previous exercise, use the EDMT above to choose what you feel is the best solution.

Be prepared to share your responses.

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### **Assignment**

Evaluate a decision you have made within the last 3-6 months using the EDMT and what you have learned about ethical leadership.

Would you make the same decision or a different decision? Why?

What changes, if any, would you have made in how you went about making the decision?

E-mail your answers to these questions to:

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## Appendix A – NPS Ethics Counselors

### **NATIONAL PARK SERVICE**

#### **Bureau Ethics Counselor**

Ms. Fran Mainella  
Director, National Park Service  
1849 C St., NW, Rm. 3112  
Washington, D.C. 20240

Phone (202) 208-4621  
Fax (202) 208-7889

*Ethics Responsibilities: administers the ethics regulations governing the conduct and responsibilities of employees in the National Park Service.*

#### **Deputy Ethics Counselor**

Ms. Peggy Moran-Gicker  
Ethics Program Manager  
1201 Eye St., NW, MS 2654  
Washington, D.C. 20005

Phone (202) 354-1981  
Fax (202) 371-5659

*Ethics Responsibilities: carries out operational duties of the Ethics Counselor, including reviewing and certifying SF-278 and OGE-450 financial disclosure reports and answering employee conduct questions and conducting ethics training.*

#### **Assistant Ethics Counselor**

Mr. David Stover  
U.S. Park Police  
1100 Ohio Dr., S.W.  
Washington, D.C. 20024

Phone (202) 619-7024  
Fax

*Ethics Responsibilities: provides ethics counseling and reviews and certifies OGE-450's.*

### **Alaska Area Region**

#### **Assistant Ethics Counselors**

Mr. Dawin Aho  
Human Resources Officer  
240 West 5<sup>th</sup> Avenue  
Anchorage, AK 99501

Phone (907) 644-3336  
Fax (907) 644-3808

Ms. Helen Stewart  
Lead Human Resources Specialist  
240 West 5<sup>th</sup> Avenue  
Anchorage, AK 99501

Phone (907) 644-3337  
Fax (907) 644-3808

### **Intermountain Region**

#### **Assistant Ethics Counselors**

Mr. John Crowley  
Assistant Regional Director, Human Resources  
12795 W. Alamenda Parkway  
Lakewood, CO 80228

Phone (303) 969-2506  
Fax (303) 969-2785

*Ethics Responsibilities: provides ethics training and ethics counseling.*

Ms. Cathy Leach  
Employee Relations Officer  
P.O. Box 25287  
Denver, CO 80225-0287

Phone (303) 969-2522  
Fax (303) 969-2024

*Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

Ms. Imogene Anaya  
Human Resources Officer  
P.O. Box 728  
Santa Fe, NM 87504-0728

Phone (505) 988-6062  
Fax (505) 988-6061

*Ethics Responsibilities: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

### **Midwest Region**

#### **Assistant Ethics Counselors**

Ms. Debra Imhoff  
Chief, Administration  
601 Riverfront Drive  
Omaha, NE 68102

Phone (402) 661-1606  
Fax (402) 661-1984

*Ethics Responsibilities: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

Ms. Floy Westemeier  
Human Resources Specialist  
601 Riverfront Drive  
Omaha, NE 68102

Phone (402)  
Fax (402) 661-1984

*Ethics Responsibilities: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

### **National Capital Region**

#### **Assistant Ethics Counselor**

Mr. Ken Brodie  
Chief, Employee/Labor Relations and  
Employee Development  
100 Ohio Drive, S.W., Rm. 244  
Washington, D.C. 20242

Phone (202) 619-7242  
Fax (202) 619-7240  
Pager 1-888-492-0714

*Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

### **Northeast Region**

#### **Assistant Ethics Counselors**

Mr. Frank Harris  
Chief, Labor/Employee Relations  
15 State Street  
Boston, MA 02109

Phone (617) 223-5104  
Fax (617) 223-5193

Mr. Bill Hughes  
Labor Relations Specialist  
15 State Street  
Boston, MA 02109

Phone (617) 223-5013

*Ethics Responsibilities: provides ethics counseling and reviews and certifies OGE-450's.*

Mr. David Day  
Personnel Management Specialist  
15 State Street  
Boston, MA 02109

Phone (617) 223-5105

Fax (617) 223-5193

*Ethics Responsibilities: provides ethics counseling and reviews and certifies OGE-450's.*

Mr. Kevin Kelly  
Labor Relations Specialist

Phone (215) 597-7070

Fax (215) 597-4791

### **Pacific West Region**

#### **Assistant Ethics Counselors**

Ms. Pauline Jue  
Regional Human Resources Manager  
1111 Jackson Street, STE 700  
Oakland, CA 94607

Phone (510) 817-1315

Fax (510) 817-1486

*Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

#### **Channel Islands National Park**

Ms. Denise Domian  
Human Resource Officer  
1901 Spinnaker Drive  
Ventura, CA 93001

Phone (805) 658-5705

Fax (805) 658-5799

#### **Crater Lake National Park**

Ms. Cheryl Gilson  
Human Resources Assistant  
P.O. Box 7  
Crater Lake, OR 97604

Phone (541) 595-3018

Fax (541) 594-3020

#### **Death Valley National Park**

Ms. Mary E. Davis  
Human Resources Officer  
P.O. Box 579  
Death Valley, CA 92328-0579

Phone (760) 786-3274

Fax (760) 786-3224

*Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

#### **Golden Gate National Recreation Area**

Ms. Nancy Fischer  
Personnel Officer  
Building 201, Fort Mason  
San Francisco, CA 94123

Phone (415) 561-4771

Fax (414) 561-4785

*Ethics Responsibility: point of contact for ethics questions/issues.*

Hawaii Volcanoes National Park  
Ms. Melissa L. Heiser  
Human Resources Specialist  
P.O. Box 52  
Hawaii National Park, HI 96718

Phone (808) 985-6008  
Fax (808) 985-6107

*Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

Honolulu  
Ms. Jeannie Freeman  
Human Resources Assistant  
300 Ala Moana Boulevard, Box 50165  
Room 6-226  
Honolulu, HI 96850

Phone (808) 541-2693 ext.. 725  
Fax (808) 541-3696

*Ethics Responsibilities: initial OGE-450 review.*

Joshua Tree National Park  
Ms. Becky Patterson  
Human Resources Officer  
744 National Park Drive  
Twentynine Palms, CA 92277

Phone (760) 367-5511  
Fax (760) 367-5519

*Ethics Responsibilities: provides ethics counseling, ethics training, and reviews OGE-450's.*

Lake Mead National Recreation Area  
Mr. Jerry McHugh  
601 Nevada Highway  
Boulder City, NV 89005

Phone (702) 293-8713  
Fax (702) 293-8954

*Ethics Responsibility: reviews and certifies financial disclosure forms, gives ethics training, and provides advice and counseling on conflict of interest matters.*

Lassen Volcanic National Park  
Mr. Paul Sheehan  
Human Resources Officer  
P.O. Box 100  
38050 Highway 36E  
Mineral, CA 96063

Phone (530) 595-4444 ext. 5142  
Fax (530) 595-3262

*Ethics Responsibilities: provides ethics counseling and reviews and certifies OGE-450's.*

Mount Rainier National Park  
Ms. Patricia A. Klump (Patty)  
Human Resources Officer  
Tahoma Woods, Star Rt.  
Ashford, WA 98304

Phone (360) 569-2211 ext. 2363  
Fax (360) 569-2170

*Ethics Responsibilities: provides ethics counseling and reviews and certifies OGE-450's.*

Point Reyes National Seashore  
Ms. Anne M. Tisei  
Human Resources Specialist  
Bear Valley Road  
Point Reyes Station, CA 94956

Phone (415) 464-5106  
Fax (415) 663-8132

## Redwood National and State Parks

Mr. Jay Wechselberger                      Phone    (707) 464-6101 ext. 5020  
1111 Second Street                      Fax        (707) 464-1812  
Crescent City, CA 95531

*Ethics Responsibilities: provides ethics counseling, ethics training, and reviews OGE-450's.*

## Sequoia &amp; Kings Canyon National Park

Mr. Tony J. Reyes                      Phone    (559) 565-3750  
Human Resources Manager              Fax        (559) 565-4247  
47050 Generals Highway  
Three Rivers, CA 93271

*Ethics Responsibilities: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

## Santa Monica Mountains National Recreation Area

Ms. Marilyn Sutton                      Phone    (805) 370-2318  
Chief, Administration                      Fax        (805) 370-1850  
401 West Hillcrest Drive  
Thousand Oaks, CA 91360-4207

*Ethics Responsibility: reviews and certifies financial disclosure forms and provides advice and counseling on conflict of interest matters.*

Ms. Marina Briones-Dirk                      Phone    (805) 370-2320  
Human Resources                      Fax        (805) 370-2397  
401 West Hillcrest Drive  
Thousand Oaks, CA 91360-4207

*Ethics Responsibilities: reviews and certifies financial disclosure forms locally and provides advice and counseling on conflict of interest questions.*

## Whiskeytown National Recreation Area

Mr. Rudy W. Maich                      Phone    (530) 242-3403  
Human Resources Specialist              Fax        (530) 246-5154  
14412 Kennedy Memorial Drive  
P.O. Box 188  
Whiskeytown, CA 96095-0188

## Yosemite National Park

Ms. Trudy Hawkins                      Phone    (209) 379-1802  
Human Resources Specialist              Fax        (209) 379-1934  
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El Portal, CA 95318



**Southeast Region****Assistant Ethics Counselors**

Mr. Peter Fondry  
Human Resources Officer  
Atlanta Federal Center  
100 Alabama Street, SW  
Atlanta, GA 30303

Phone (404) 562-3167 ext. 576  
Fax (404) 562-3307

*Ethics Responsibilities: provides ethics counseling and reviews and certifies OGE-450's.*

Ms. Betty Clark  
Supervisory Human Resources Specialist  
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Atlanta, GA 30303

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Fax

*Ethics Responsibilities: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

**Denver Service Center****Assistant Ethics Counselors**

Ms. Diane Sontag  
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*Ethics Responsibility: provides ethics counseling and gives ethics training.*

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*Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*

**Harpers Ferry Center****Assistant Ethics Counselor**

Ms. Debbie Knight  
Acting Human Resources Officer  
67 Mather Place  
Harpers Ferry, WV 25425-0050

Phone (304) 535-6487  
Fax (304) 535-6290

*Ethics Responsibility: provides ethics counseling, ethics training, and reviews and certifies OGE-450's.*